

## The Challenge: Provide a Turnkey Productivity Improvement Training Program

### The Client:

This client is an apparel manufacturer who also provides uniform rental and laundry services. After completing a formal Six Sigma black belt training program, they became interested in additional training in Lean and implementation, as well as the ability to provide basic Lean and problem solving tools to the front line of their organization. Kaufman Global was engaged to meet these needs and provided three divisions with training for Six Sigma Black Belts in Lean Six Sigma tools and techniques; instructor training in Lean Six Sigma Green Belts; Green Belt training; initiation of Kaufman's SLIM-IT<sup>®</sup> implementation methodology; and, multiple Rapid Improvement Events (RIE's) and RIE facilitator coaching and training.

### The Approach:

Kaufman worked jointly with this client to develop customized instruction materials and to select the divisions that were to be areas of focus during this engagement. Within these units particular attention was given to processes that included customer service, shipping accuracy & performance, backorders, inventory and quality.

An executive training session kicked off this engagement with an overview of Kaufman implementation methods and tools. The existing Black Belt community spent two weeks in training and tools application to prepare them for their changing roles and responsibilities within the organization (i.e., from technical specialist to mentor, coach, project manager, RIE facilitator, and Lean Six Sigma technical resources). Three waves of Lean Six Sigma Green Belt training were provided to over 100 employees from multiple locations. 4 Lean Six Sigma Black Belts were also trained as certified instructors.

Each wave of training was followed by an opportunity to immediately apply knowledge through participation in a RIE event. During the RIE's (which included both office and production processes), team members used value stream mapping, data analysis tools, surface waste analysis, spaghetti diagramming, and kaizen action sheets to identify and implement process improvements.

### Results:

The project resulted in the successful delivery of tangible knowledge capital and exceptional value in a very short time frame (< 4 months).

- Identified \$630,000 (+) in annual charge back opportunities to vendors for repair of poor incoming quality
- Reduced lead times for all blitzed processes a minimum of 45% to a maximum of 99%
- Identified \$1.3M in items scrapped (FYTD) due to an overwhelming returns volume (i.e., the client literally did not have the time to figure out what happened and how the garment could be saved). AT LEAST 50% of these items did not need to be scrapped. A cross-functional team was established to quickly investigate reasons for returns and to identify and eliminate the root causes for errors.

A critical aspect in the success of this project was the initial joint investment in project planning and the use of formal project management tools during the execution of the project. The project plan served as a key communications vehicle for both the client and Kaufman team members throughout the life of the project.

***"Kaufman delivered tremendous value to our organization." - CEO***